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ABSTRACT

This book offers a conceptual framework and a set of processes for clarifying institutional purpose and setting academic priorities that builds on the author's experience as a university president, and engages the academic community in choosing among competing demands for financial and physical resources. Chapter 1 makes the case for academic reform, citing the internal and external pressures that institutions face today. Chapters 2 and 3 focus on the steps needed for an institution to reaffirm its mission and the function of leadership in prioritizing competing demands. Chapters 4 through 8 offer specific, campus-based suggestions; they cover such topics as defining what constitutes a program; selecting appropriate criteria; measuring, analyzing, and prioritizing; anticipating process issues; and implementing program decisions. Chapter 9 presents the entire process within a systematic context, showing how academic prioritization operates when subjected to multiple and competing forces. Appendices include a list of outsourcing practices currently found in higher education, a sample process agenda adopted by a land grant university, a list of criteria for measuring administrative programs, and case-study excerpts from implementation plans of several institutions. (Contains approximately 90 references.) (CH)

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